



Workforce Investment Board

LOCAL AREA PLAN

2014 – 2017

Prepared By:

The Gloucester County Department of Economic Development

Tom Bianco, Acting Director

Workforce Investment Board

Hosea Johnson, WIB Chairperson

Tom Bianco, WIB Director

Gloucester County Board of Chosen Freeholders

Robert M. Damming, Freeholder Director

Heather Simmons, Freeholder Liaison

A. Introduction

The Gloucester County Workforce Investment Board is a local partnership of top executives from businesses, county and state government agencies in Gloucester County. The WIB is designed to create a workforce tailored to meet the needs of the community and produce an environment that will empower existing businesses, as well as bring new industry to the area. The WIB, through its staff and volunteers, reaches out to all sectors of our county's population; old, young, unemployed, underemployed, able and disabled.

Our mission is simple – to provide quality educational and technical training to those in need, to help businesses train their employees to become more productive and to implement programs that make our services accessible to residents within the county of Gloucester.

We believe that we have always practiced the *Core Values* listed in the Unified State Plan; however we may not have identified them as such.

Driving Investments Based on Industry Need:

It is mandated by the Workforce Investment Act that only occupations “in demand” can be funded with WIA dollars. An exception is allowed if a customer and the WIB can demonstrate to the State that a particular occupation is locally “in demand”.

Meeting Jobseekers Where they are:

We have been reaching out to our residents through Career Resource Events since December 2009. Our County Library System, the community college and faith based organizations have regularly participated on our various WIB committees. We have had a physical presence in the Deptford Mall since February 2013.

Equipping the Workforce for Employment:

Many people who enter the One Stop Career Center seeking training services do not have a high school diploma or if they do, they lack academic skills to be successful in their career choice. We have always required our prospective training candidates to obtain their GED and/or increase their academic educational levels to be successful in their skill training. It would be a disservice to the individual customer not to require them to obtain a GED. It would also be a disservice to employers not to equip the workforce with a basic educational foundation.

Increasing System Accountability:

Counties have always been accountable to their local governing boards as well as NJLWD and USDOL. The WIB is beginning to build relationships with local employers and hopefully demonstrating that we are reliable and can offer them a pool of qualified and talented job seekers.

The following pages will demonstrate how the Gloucester County Workforce Investment Board is proceeding with building a workforce training system which will benefit job seekers, employers and ultimately the economy of the State of New Jersey.

B. Local Demographic, Governance and Planning Process

1. Summary of Local Area Planning

The Gloucester County Workforce Investment Board (WIB) serves as the local planning authority for the full spectrum of workforce investment products. The WIB works in partnership with the Board of Chosen Freeholders in developing workforce investment policies and building consensus among stakeholders towards a common vision that is market-driven and values customers.

The members of the seven (7) standing committees are entrusted with the responsibility of promoting the values and benefits of the Workforce Investment Board. It is their mission to build an educated and productive workforce in order to meet the workforce needs of Gloucester County. Each committee adds value to our overall mission and the employment and training service delivery system.

Recommendations coming out of each committee are reported to the Executive Board which will ultimately approve, deny or modify the recommendation prior to presenting it to the Board of Chosen Freeholders, who has the authority to implement the recommended policy. Not all recommendations need Freeholder approval; however, they are reported to the WIB's Freeholder Liaison.

Through the volunteer efforts of many individuals and the professionals on staff, the Workforce Investment Board has been able to provide quality education and training consistent with the changing needs of Gloucester County employers. Graduates of Workforce Investment Board programs are being trained in valuable life skills that make them productive members of society and give them a sense of pride and accomplishment.

The Committees are entrusted with the responsibility of promoting the values and benefits of the Workforce Investment Board. They take their role seriously and make appropriate recommendations/proposals for the Executive Board and Board of Chosen Freeholders to review, consider and possibly implement.

The Committees are as follows:

Executive Committee – The Executive Committee provides the leadership in the development of policy recommendations. Each committee chairperson reports to the Executive Committee. The Executive Committee votes on matters relating to policy, WIB committee activities, and votes on other actions as needed. The private sector chairperson of the WIB chairs and conducts the agenda of the Executive Committee.

Apprenticeship & Workforce Development Committee – The mission of the committee is to support the development of a highly qualified work force that will successfully compete in the world's global economic arena. The task of this Committee is to work with employers and the education community to ensure that our future workforce is prepared to meet the needs of the employers.

The committee promotes the career ladder/career development process through life long continuing education that will allow workers to achieve significantly beyond their entry level job title. The continuing education process will provide added value to the employer and improve products and services

Members of this committee represent the educational field, private employers and the skilled trades.

Goals for this Committee:

1. Coordinate with Woodbury HS Guidance Department and integrate business related opportunities into students' schedules (internships, shadowing, mentorships)
2. Continue partnership with Gloucester County Chamber of Commerce to effectuate this project
3. Contact/meet with business owners and encourage their participation on this committee and/or the Workforce Investment Board

Communications/Marketing Committee – This committee develops and implements WIB/One-Stop marketing strategies that communicate the activities, mission, goals, and achievements in conjunction with the New Jersey Labor & Workforce Development, the U. S. Department of Labor, and the County of Gloucester. Activities emanating through this committee include the development of annual reports, WIB newsletters to the business community, and email blasts regarding various events.

The Workforce Investment Board and its services are the “best kept secret”. This is demonstrated by the fact that most businesses know little about the WIB’s services and processes. To address this problem we acquired Constant Contact, an online marketing company which offers tools for email marketing, social media marketing, online surveys, and event marketing. We have used this tool to announce and recruit for our Career Fairs, to announce new hiring incentive offerings, to gather information through surveys and to share our WIB newsletter.

This Committee encourages all WIB members to market this organization. To assist a member, if the opportunity of a speaking engagement presents its self, a generic “WIB in a Box” presentation was created. This presentation is on a “flash drive” and can be tweaked according to the audience to whom it will be presented.

Goals for this Committee:

1. Continue to refresh the WIB website with current activities and services available at the One Stop
2. Continue to promote the WIB and its various committees and agencies involved with assisting the County’s workforce.
3. Discuss the possibility of holding a “Summit” directed to youth, parents and educators regarding the full range of career options and various educational/training paths to achieve employment goals

4. Encourage WIB members to make use of all marketing materials and represent the WIB as a speaker at meetings of Gloucester County volunteer service and business organizations

Community Needs Assessment Committee – This committee reviews all workforce literacy programs and services funded by the WIB, as well as evaluating other community needs; thus making recommendations to the Executive Committee for planning and projects. The population served by this committee also includes adults with disabilities who require services and support in their effort to enter the workforce. This committee also focuses on the status of public transportation within the county and makes recommendations vital to the workplace transportation needs of the community.

Goals for this Committee:

1. Establish a Workforce Learning Link (WLL) location at the Glassboro Library in Glassboro

Coordination Committee – The Coordination Committee oversees a network of support agencies and systems that aid Gloucester County residents with their transition to employment and self-sufficiency. The system strives for flexibility and effectiveness through the creation of a professional, user-friendly atmosphere and application of technology and shared resources. Members represent public and non-profit agencies within the human service and employment and training arena.

Goals for this committee:

1. Seek other agencies that will enhance our efforts to provide our residents the best opportunity to secure employment and other related services which will enhance their job skills.

Resources Analysis / Performance Management Committee – The Committee reviews all publicly funded programs with the ultimate goal of collecting and analyzing sufficient data to direct such funding to systems, grants and programs that will most effectively serve the customers of the workforce readiness system. This combined Committee also looks at the performance measurements negotiated between the Governor and the Secretary of Labor and makes recommendations to the board for local performance measures

Goals for this Committee:

1. Continue to ensure that federal, state and county budget policies, practices and guidelines are in place
2. Monitor training sites, with particular attention to job placement success rates
3. Increase understanding of Performance Measurements
4. Increase private sector membership on this committee
5. Determine tools to evaluate the One Stop Career Center and its effectiveness

Youth Council Committee – This committee oversees and allocates all US Department of Labor and NJ labor funded youth programs. The mission of the Youth Council

Committee is to provide a system that will encourage the youth in Gloucester County to be an integral part of the community through various flexible, educational and career activities. Realizing that students withdraw from high school for various reasons, the Youth One Stop was created in order to provide “at risk” youth an alternative way to acquire their GED and be guided toward employment and/or additional training. The facility was created with the onset of WIA.

Our Youth Council is committed to this concept and meets on a monthly basis at the Youth One Stop. Youth take an active role in the meetings and their suggestions are considered and often implemented.

Goals for this Committee:

1. Promotion of Youth One Stop
2. Increase job placement and/or ongoing education
3. Increase participation and follow-up
4. Create a Youth Advisory Committee
5. Have Talent Network Representatives speak to youth enrolled at Youth One Stop

Business Development/Business Retention/Expansion

The Workforce Investment Board and the Division of Workforce Development (One Stop employment and training staff) come under the umbrella of the Gloucester County Department of Economic Development. The rationale for this structure is that businesses coming into and/or remaining in the County can be connected easily to the One Stop Career Center and the products and services it offers.

One of the primary concerns of the Workforce Investment Board and the Economic Development Department is business retention/expansion because, as studies have shown, it is easier to keep a business in the community than to attract new ones. In addition, the best chance of creating new jobs for the community comes from existing businesses. The WIB and Economic Development Department keep track of who is hiring, who is downsizing, who is looking for more space, and what may be standing in the way of growth. The County considers business retention to be a multi-dimensional, holistic economic development strategy.

Business Development in Gloucester County is promoted and enhanced by Economic Development's ability to network and collaborate with professional organizations such as “Select Philadelphia”. This organization has provided a number of leads regarding new businesses along with alerting the department about the expansion of other organizations within the Delaware Valley region.

At the present time, the above is not a “stand alone” committee; but business related activities are reported to the Apprenticeship/Workforce Development Committee.

2. Overview of Local Workforce System Program Service Area

Geographic Facts:

Gloucester County occupies 329 square miles in southwestern New Jersey. It is bordered by Cumberland and Atlantic Counties to the south-southeast, Camden County to the east-northeast, the Delaware River to the north-northwest, and Salem County to the southwest. Gloucester County is located about 5 miles south of Philadelphia, which is directly across the Delaware River. It is 45 miles west of Atlantic City and 10 miles east-northeast of Wilmington, Delaware.

As of 2012, the land area in square miles is 329 compared to 7,354 in the state of New Jersey.

As of 2012, there are an estimated 899 people per square mile, compared to 1,205 people per square mile in the state of New Jersey.

Population and Demographics

Population:

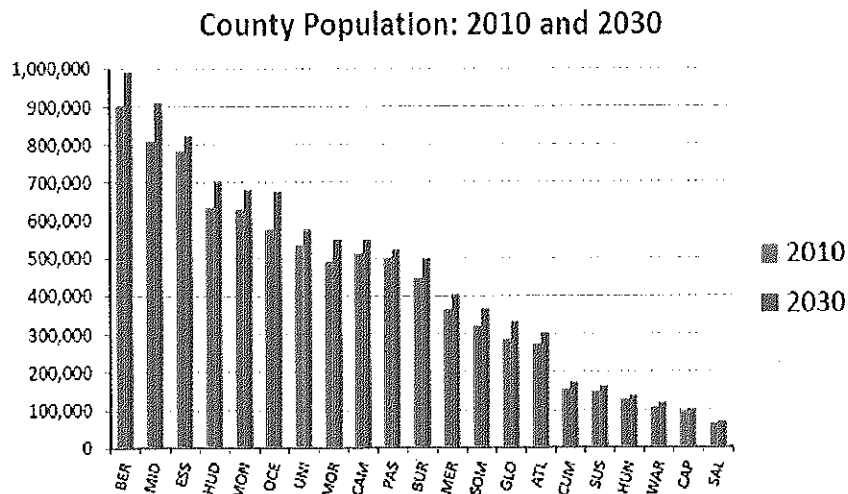
As of July 2012, the population is estimated to be 289,586,

Males 16 & above	108,309
Females 16 & above	118,326
Median Male age	37.4
Median Female age	39.9
Average household size	2.71 people

20,670 Veterans reside in the County of Gloucester
14,246 residents of the County are foreign born

Gloucester County (15.4%) is projected to have the second highest population growth in the next two decades (2010 to 2030) in the state of New Jersey. See chart below.

Population Projections by County: 2010 to 2030



- Population is projected to increase in every county between 2010 and 2030 although rates of growth vary.



STATE OF NEW JERSEY
DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

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Education Levels:

90% of the population has an educational attainment of high school degree or higher

Bachelor's Degree & Above	53,008
Some College or AA Degree	53,583
High School/GED	65,832
Less than High School	19,137

Income Levels:

Gloucester County's median household income is \$74,830 and median per capita income is \$31,047.

As of 2011, 7.3% of the County's population is below the poverty level.

Business Establishments:

The County of Gloucester has over 11,000 businesses and the largest industrial park on the east coast.

3. Alignment with priority populations/Demographics of Population Served

Populations to serve include our unemployed and underemployed residents. These include veterans, disabled, and those on public assistance. Youth across the nation are a vulnerable group. Gloucester County has made every effort to serve the youth of our County. (See below)

Veterans

Veterans receive first priority referral to all jobs and training opportunities for which they are qualified. In the One-Stop Career Center, there are Veterans Representatives who specialize in helping veterans find the jobs and opportunities for which they qualify. In addition to priority referrals to jobs, vets can enroll in free job search workshops, develop a resume, learn about career training programs and get assistance with understanding the network of veterans' benefits available through the Veterans Administration, state and local governments. Job search workshops are held weekly and one day a week is specifically dedicated to Veterans.

People with Disabilities

People with Disabilities who use the One Stop Career Center are advised of the services of the Division of Vocational Rehabilitation Services (DVRS) housed in the One Stop and given the option of applying for services. Should the customer not want to go to DVRS he/she will be referred to the designated Disability Navigator. The Navigator will make an assessment and based on the disability determine which service provider will best serve the individual. Customer referrals from DVRS to WIA and from WIA to DVRS occur as appropriate.

Adult Center for Transition (ACT Center)

One of the most crucial turning points in the lives of all young people is the transition from high school to the world of postsecondary education, employment and life as an adult. Developing independence, exploring one's talents and interests, deciding upon a career path, and pursuing either employment or additional schooling are just some of the challenges that youth in transition face.

The challenges of youth in transition were a point of discussion within the WIB Community Needs Committee as well as within the educational community. It was through cooperative planning and implementation efforts between the Gloucester County Workforce Investment Board's Disability Issues Committee members and the Education and Disability Services Department, as well as the Gloucester County Freeholders, that the transitional center was created. Membership of the WIB's Disability Issues committee includes staff from the Abilities Center of Southern NJ, St. John of God Community Services, NJ Division of the Blind and Visually Impaired, Light House (Mental Health), DVRS, Private Sector members and Faith Based Organizations and the staff from the Workforce Investment Board. The Gloucester County Education and Disability Services Department was represented, as well as the Coordinator of Special Projects and the Special Services School District Social Worker.

The Gloucester County Adult Transitional Career Center opened its doors with a ribbon cutting on April 2, 2009.

It is in the spirit of collaboration and cooperation that the Gloucester County Adult Transition Center was born and will continue to grow.

This was demonstrated on October 21, 2013 when ground was broken on the campus of Gloucester County College for a new building to expand the program that gives young adults with special needs the opportunity for continuing education.

Public Assistance Recipients

The Gloucester County WIB recognizes its obligation to serve individuals receiving public assistance. Should WIA Adult funds not be sufficient to serve the customers entering the One Stop, then a policy of "priority of service" will be implemented to satisfactorily serve those on public assistance and other low income individuals in the local area. Fortunately, the State of NJ allocates separate work activity/training funds for the population who receives public assistance. If the determination is made that funds are limited, the One Stop Operator will notify the Employment & Training counselors and instruct them to begin to prioritize service according to the policy.

We also must serve our employers based in Gloucester County; small and large businesses. We serve all employers regardless of employment size, square footage and net worth in Gloucester County.

Alignment of skill training with the hiring needs of County and surrounding area employers is of utmost importance. We must prepare our residents with employer identified training skill needs.

In order to begin this process, the WIB, the One Stop Career Center, and County College, must market themselves as one entity. It must be demonstrated to New Jersey employers that we are a united group and all working toward the same goals—workforce development and economic growth and prosperity for the residents and employers of the State.

Vulnerable Youth/Youth One Stop

It was the desire of the Board of Freeholders and the WIB Youth Council that the youth have a second chance to become an integral part of the community through flexible educational and career programs, supportive services, and counseling and life experiences.

As a result of their passion for the youth of Gloucester County, a "stand alone" Youth One Stop was created. Providing the Youth with a facility has created a comfortable learning environment for the youth. The Youth One Stop has been in place since 2000. With any new venture, the Youth One Stop had its growing pains and has seen, but overcome many through the decade. The center was originally located on the grounds of the Gloucester County Institute of Technology. Due to expansion at GCIT, the Youth One Stop now has a dedicated building on the campus of

Gloucester County College. The students appreciate being in their “own” space and not being in the traditional classroom environment. They appreciate the one on one instruction available to them. They appreciate being able to seek quiet places in the building to study and they appreciate the self-control demonstrated by their peers.

This has proven to be a successful venture and we anticipate more exciting things occurring.

4. Governance of Workforce Area (local WIB, other policy/planning decision making resources).

Gloucester County is governed by a Board of Chosen Freeholders consisting of seven members. Freeholders are elected at large by the voters of Gloucester County in partisan elections and serve three-year terms of office on a staggered basis, with two or three seats coming up for election each year. At a reorganization meeting held each January, the Board selects a Freeholder Director and a Deputy Freeholder Director from among its members.

In the County of Gloucester, the Workforce Investment Board is a division of the Department of Economic Development. The WIB staff is comprised of: Director, Program Analyst, Program Development Specialist and support staff. They assist the Board with its every day functions and activities.

The Gloucester County Workforce Investment Board’s goal is to create a workforce tailored to meet the needs of the community and produce an environment that will empower existing businesses, as well as bring new industry to the area.

The Gloucester County workforce development system is a unique strategic alliance of business, government, education and community based organizations.

The Gloucester County Workforce Investment Board brings together members of business, government, education and community based organizations to help address common challenges such as job creation, accessing business financing and resources, and developing innovative responses to emerging business trends and opportunities.

The Workforce Investment Board has seven standing committees which are entrusted with the responsibility of promoting the values and benefits of the Workforce Investment Board. It is their mission to build an educated and productive workforce in order to meet the workforce needs of Gloucester County. Recommendations and activities of the individual committees are overseen by the Executive Committee.

Committees meet on a monthly basis with the exception of two that meet quarterly. Each committee has a chair and co-chair.

All WIB Committee meeting dates, location, and minutes are available online at <http://wibnj.com>

The Executive Committee is composed of the WIB Chair and co-chair, and the chairs of each of the seven standing committees. Chairs of each committee report their recommendations and activities to the Executive Committee for approval prior to their implementation. Executive Committee approval/recommendation ensures the continuity of the committees' missions in workforce areas they develop, and adherence to the general mission of the Workforce Investment Board.

The County Board of Chosen Freeholders may take actions on some of these recommendations therefore; they rely upon the Executive Committee, to have discussed and reviewed them thoroughly.

5. Summary of Planning Process

A draft document was created and shared with the Chairs and Co-chairs of each committee via email on October 11, 2013. Input from them was requested back no later than October 25th regarding the document. Comments received back were included in the document.

A second draft was distributed on November 1, 2013 to the same audience, requesting additional feedback no later than November 8, 2013. Comments received back were included in the document.

A third draft was emailed on November 14th, with feedback requested by November 22nd.

Discussion occurred in the WIB Executive Meeting on November 20th, 2013. An executive summary was presented to the committee for their review. The Executive Committee approved the Local Plan and it was signed by the WIB Chair.

On November 26th, an email was distributed notifying partners and stakeholders that the Local Plan would be posted for thirty days on www.wibnj.com for public comment beginning on or about December 2, 2013.

A separate "comment" page is on the website to allow the public the opportunity to comment on the Plan. They will be able to email or mail their comments to the WIB Director. Email and mailing address is on the "comment" page.

6. Business/Stakeholder/Partner Engagement

The Gloucester County Workforce Investment Board is accountable to jobseekers, employers, training providers and to its local and state government.

In order to build a skilled workforce in Gloucester County, our education partners, workforce and economic development, and community development and human services providers must work closely with educational institutions, faith and community-based organizations, and libraries and businesses to develop a talented and skilled workforce.

In order to accomplish this, the WIB must engage in ongoing dialogue with all stakeholders to identify local employment skill needs and gaps in services.

The State Talent Networks have played and will continue to play an active role in connecting jobseekers and employers. Business Retention activities are an important role of the WIB and the staff is engaged daily in activities to this mission. The Workforce Investment Board staff is directly involved in retention efforts and provides support, information, ideas and resources to this regard. The Talent Network representatives have become integral partners in in our business attraction and retention efforts.

The partnerships that have been established demonstrate the level of coordination, collaboration and genuine interest in the residents and businesses of Gloucester County.

C. Resource Investment Strategies, Programs and Services

1. Alignment with Key Industries/Sectors; outliers for area, business engagement strategies, employment opportunities, and demand

Gloucester County's employment is projected to rise by 8,500 jobs between 2010 and 2020. This 8.4 percent increase ranks 10th among the state's 21 counties and is 0.4 percentage points above the projected rate of growth for the state as a whole. See attached chart. *Source: (NJLWD, Industry and Occupational Employment Projections 2010 - 2020.)*

What Industries are Expected to have Employment Growth? Gloucester County, 2010 - 2020 Projected Employment Change

	2010 Jobs	2020 Jobs
Retail Trade	17,700	19,600
Construction	5,850	7,300
Wholesale Trade	7,700	8,900
Professional, Scientific & Technical	4,300	5,250
Healthcare & Social Services	11,950	12,800
Administrative & Waste Services	5,550	6,300
Accommodation & Food Services	7,700	8,200
Transportation & Warehousing	2,600	2,950
Other Services	4,250	4,500
Natural Resources & Mining	150	250
Real Estate & Rental/Leasing	1,000	1,100
Educational Services	1,000	1,100
Utilities	150	200
Finance & Insurance	2,200	2,250
Management of Companies & Enterprises	300	350
Arts, Entertainment & Recreation	1,250	1,300
Information	1,000	1,000

Government	18,400	18,400
Manufacturing	7,900	7,850

Total nonfarm employment excludes self-employed and unpaid family workers

During the four most recent quarters, retail trade averaged the most new hires followed by accommodation and food services. These services add value to the County; however, in order for the economy to fully accommodate all its residents, we must have a more diverse economy base. We need to encourage our local government and economic development entities to attract more varied businesses. In turn the educational entities must be encouraged to provide training in more “demand” occupations. Businesses build where the appropriate skill level is available.

The above statistics indicate why it is so important for the Gloucester County WIB to work with the Talent Networks and utilize their wealth of knowledge and the incentive training packages they have to offer our local industries. The more relationships developed with our local industries, the more we can help our residents and our overall economy.

The seven key industry clusters are Advanced Manufacturing, Financial Services, Health Care, Life Sciences, Technology & Entrepreneurship, Transportation, Logistics & Distribution, and Hospitality, Tourism & Retail.

Alignment between the workforce skill needs of the private sector employers and the training and services provided by the education and workforce training system is necessary in order to develop a pipeline of workers. Hence, the Gloucester County WIB is actively pursuing all seven industries with more emphasis on Advanced Manufacturing, Transportation, Logistics & Distribution, Hospitality, Tourism & Retail, Health and Financial Services.

Our WIB Director and staff are meeting with the Talent Network Liaisons and developing relationships. As we visit companies the appropriate Talent Network Liaisons is accompanying us.

*Examples of our efforts to connect the Talent Networks to our local industry:
Advanced Manufacturing:*

Research indicates that manufacturing jobs in Gloucester County will decrease by 2020. For this reason, we have made a concerted effort to work with our manufacturing employers to assist them with customized training and introduce them to the grant opportunities available in the state.

We are encouraging apprenticeship opportunities. Key federal and local people are joining us in our efforts to discuss with employers how apprenticeship opportunities can assist them. We presently have a local metal fabricator company very interested in apprenticeship.

We were recently approached by petro chemical companies located in Gloucester County, who had determined that in the near future they would need skilled process technicians. Gloucester County College, in partnership with local businesses and the Gloucester County Workforce Investment Board, developed a “fast-track” certificate training program in Process Technology. The program will prepare individuals to become Process Operators/Technicians.

These companies recognized the need for a well-trained pool of qualified process operators to replace current employees nearing retirement age. Realizing Gloucester County College's reputation as a leader in specialized training programs, the businesses approached the College with the task of creating a course of study specifically targeting the unique needs of advanced manufacturing. The result was a collaborative partnership between these industry partners, the Workforce Investment Board and Gloucester County College.

The program began in the spring of 2013 with the first class completing its training in July 2013. Twenty-one (21) individuals completed the first class and six (6) obtained employment and one (1) started a business. As operator positions become available within the four partnering companies, they will first recruit from these graduates when seeking new employees.

This will be an ongoing class offered to the general public.

Hospitality, Tourism & Retail:

Hospitality, Tourism:

We have begun in depth discussions with the representative of the Hospitality, Tourism and Retail talent network.

A major hotel opened in September 2013 in Glassboro, NJ. We have been actively working with them to find appropriate employees for their establishment.

Retail:

One of our local food retailers had determined they have a need for store managers and they have indicated specific skill sets they desire. This business approached the Workforce Investment Board seeking a training program that would meet their needs. Again, we established a collaborative with the Community College specifically targeting the unique needs of this employer. It is anticipated that this program will begin in the fall of 2013.

Transportation, Logistics and Distribution

Gloucester County is home to the largest industrial park on the east coast. The Pureland Industrial Complex is a 3,000-acre industrial park in Gloucester County and offers a variety of facilities for manufacturing, assembly, warehousing, distribution, research and development and offices. Many of these facilities are home to warehousing and distribution centers, thus needing

employees with proper driving credentials and knowledgeable of logistics and distribution. A recent inventory of the Pureland Industrial Complex indicates there are approximately 184 companies located in the complex and over 8,700 individuals are employed among these businesses. This was information gathered through employers identifying themselves through a survey.

We are actively engaged with the individual representing the Transportation, Logistics and Distribution (TLD) network.

We recently met with a TLD company who will be pursuing a *Skills for Jersey* grant through NJLWD. This grant will allow the company to train current staff in disciplines recognized throughout the TLD industry.

Financial Services:

Discussion has begun with this Talent Network representative. He attended our most recent Career Event and was able to network with financial institutions represented at our event. We hope to develop a working relationship with this network in the coming months.

Representatives from Financial Services, Transportation, Logistics & Distribution, and Hospitality, Tourism & Retail have participated in our most recent Career Fairs. Their participation has been a “win, win” for the employers as well a job seekers. The job seekers have been able to learn about growing career fields and employers have been able to learn about state hiring incentives.

We have reached out to each Talent Network and we hope to develop an ongoing relationship with each one.

2. Key Partners, Vendors, Community Resource Leverage

The WIB and the Gloucester County/Thorofare One Stop Career Center have an excellent relationship with the County Library System, the Community College and Faith Based organizations. We recognize the value of each entity and the services each provide to the residents of Gloucester County. Each entity has representation on our Workforce Investment Board and sit on WIB committees appropriate to the population they serve.

The County Library System has seven (7) local libraries, with the main branch located in Mullica Hill. Gloucester County Library System has a collection of resources designed to help our residents obtain jobs and careers of their interests. The system has been referred to as the “One Stop after normal working hours”. The nickname came about as a result of the hours of operation, including Saturday and Sunday.

The service of the Library has a physical presence in the One-Stop. A representative participates in the job search workshops offered to the Work First

NJ customers. This has been very well received by the customers in attendance. Many had no idea that their local library had job seeking services available. With this knowledge, many are able to walk to their local library and obtain additional/ongoing job search assistance.

We have an excellent relationship with our Community College. This is demonstrated through the literacy services offered to the residents of Gloucester County. The Community College operates the Gloucester County Workforce Learning Link at the One Stop Career Center. The link is fully operational five (5) days a week with a full time certified teacher. Since WLL funding levels have decreased, the College has been able to leverage its Title II monies along with the WIB's Work First NJ funding, allowing us not to decrease services at the Learning Link.

The Community College has been able to partner with us and open literacy sites at the local jail and at a local church in an area that is lacking public transportation. Literacy training at the local jail has given many individuals an opportunity to better themselves and has opened doors to a brighter future for them. Due to a change in local government structuring, this is no longer in place. This change, has allowed us to open a literacy lab at the Glassboro Library, a branch of the Gloucester County Library system.

Gloucester County College is the official GED Test Center of Gloucester County, New Jersey. Fortunately through the efforts of the WIB Literacy Committee and the Community College the county has a second testing site at the One Stop Career Center. This allows the college to offer the test more often and gives customers flexibility due to transportation issues.

Gloucester County College hosts an Annual High School Diploma Recognition Ceremony to honor students who have successfully passed the GED Examination and earned their New Jersey High School Diploma. Representatives from the college, county, WIB and state attend this event to honor and recognize the students' achievement.

Other examples of our strong partnership with the Community College, is their ongoing involvement with our quarterly Career Resource Events. The location for these events has regularly been held at the Community College. In conjunction with the Career Event, the college has held job related workshops prior to the actual Career Event. We have been able to assist our residents in the preparation of resumes, how to dress appropriately when meeting employers, and how to conduct one's self in an interview.

We have recently developed a working relationship with Rowan University and continue to call upon them for assistance. One of the Career events mentioned above was held at Rowan University. Rowan staff has been involved in the workshops mentioned above as well.

Our Community Based organizations are members of our Workforce Investment Board and sit on committees that are appropriate for the services they deliver. Several CBO's are active with our special population groups and deliver services to them with the goal of employment and self-sufficiency.

All of these partners provide access points to the public seeking employment and career opportunities. We have made great effort to have many doors in the community available to the job seeker. We have tried to establish partnerships with groups who are strategically located throughout the county as well as have the service provider be cognizant of the population being served.

Our partnerships facilitate coordinated service delivery strategies and the ability to leverage WIA resources. The Community College uses their Title II funds to enhance the delivery of literacy services. The public library system as well as the Community College use separate state grant funds to offer job seeking assistance to our residents and our faith based organizations offer supportive services using their available funds. Community College funds are leveraged with our WIA funds to sponsor our quarterly Career Events.

Within the last several years two family success centers, funded through the New Jersey Department of Children and Families (DCF), have opened in Gloucester County. DCF views these centers as "one-stop" shops that provide wrap-around resources and supports for families before they find themselves in crisis. Family Success Centers offer primary and secondary child abuse prevention services to families and bring together concerned community residents, leaders, and community agencies to address the problems that threaten the safety and stability of families and the community.

Representatives from the Family Success Centers were invited to join the WIB due to their involvement in the community. The WIB recognizes that lack of training and employment is not the only barrier to self-sufficiency. Their presence offers our residents a myriad of services which can enhance the family and their path to self-sufficiency.

The Workforce Investment Board hopes to continue to develop more partnerships, especially with the local and regional Chambers of Commerce. We view them as an important link in the establishment of apprenticeships, mentoring, shadowing and internship opportunities.

Leveraging of funds occurs at the County level as well. County funds enhance our ability to reach out to the businesses in Gloucester County. The Department of Economic Development is the entity charged with business attraction activities in Gloucester County. Companies wishing to locate in the region, as well as national commercial brokers or site selection consultants, who are assisting them, work with the Director and staff to identify appropriate sites for these businesses.

The WIB is fortunate to be a part of this Department; thus we are able to share information and coordinate our business related activities. Additional leveraging resources utilized for business outreach include staffing from partner agencies; Gloucester County College, DVRS, CBO's, etc. and our stakeholder partners in the various municipalities.

3. Job Seeker Service Model; integration of programs and services with identified job seeker categories

The Gloucester County/Thorofare One-Stop Career Center offers universal access to all populations with or without significant barriers to employment. A full range of employment and training programs and services have been designed to benefit all populations. Our local One-Stop addresses the needs of the disabled, veterans, long term unemployed, ex-offenders, individuals deficient of literacy and/or language skills, and those individuals lacking occupational skills.

Staff at the One-Stop are familiar with the various services offered within the One Stop and refer individuals who require specialized services to the appropriate representative.

The disabled population has access to the Division of Vocational Rehabilitation which is located at the One-Stop Career Center. Should the individual not want to access services from DVRS, then the individual is referred to the Disability Navigator who will help him/her navigate the system and assist them in making an informed decision regarding their best source for assistance.

Priority of service means that veterans and eligible spouses (covered persons) are entitled to precedence over non-covered persons for the receipt of employment, training, and placement services provided under a qualified job training program. This means that a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person. Of course veterans and eligible spouses must first meet WIA eligibility requirements.

Veterans and eligible spouses usually self-identify at the point of entry into WIA services. They are to be informed and given the opportunity to take full advantage of the full array of WIA employment, training, and placement services available. They are entitled to priority of service for those who meet the eligibility requirements for WIA services and programs.

We are fortunate to have a Disabled Veterans Outreach Program (DVOP) specialist and a Local Employment Veterans Representative (LVER) who help veterans with barriers to employment successfully navigate the job market and receive the support they need to return to the workforce.

When veterans need occupational and/or educational training, they are referred to a WIA Employment Counselor and given priority. Should there be a “waiting list”, they will be moved through the system and not be expected to wait for a service.

The US Bureau of Labor Statistics defines “long-term unemployed” as those individuals being unemployed for 27 weeks or longer. These may be individuals who were dislocated due to major downsizing and/or closures or individuals who left the employment field for other reasons. These individuals are encouraged to use services at the One Stop Career Center. These services include Jobs4Jersey.com, Career Workshops, assessment testing, career counseling and additional skill training if appropriate. Individuals with the assistance of counselors can create an employability plan and access educational training needed to achieve their reemployment goal.

All populations are eligible to receive literacy, English as a Second Language (ESL), and Computer literacy training. These are necessary skills prior to entering into specialized skill training and/or prior to entering or remaining in today’s job market. Our underemployed population may need these services in order to remain in their current job or need these services in order to be promoted.

Services for ex-offenders are available at the Gloucester County One Stop. Wagner-Peyser funds support a One Stop Counselor who works with this population. If educational and/or skill training is needed then it is provided through WIA and State Literacy funds.

Gloucester County jobseekers have diverse needs. As a result, the WIB will continue to expand the reach of re-employment services based on broader partnerships between the State’s One-Stop Career Centers, libraries, community colleges and community and faith-based organizations. All of these partners provide access points to the broader workforce development system.

Jobseekers must possess basic skills, literacy and workforce readiness skills in order to secure and retain employment. We have been able to engage our Workforce Learning Link service provider to extend their locations beyond the One Stop Career Center. Literacy services are offered at Gloucester County College, the One Stop Career Center, St Matthews Baptist Church in Williamstown and beginning in January 2014, at the Glassboro Library, a branch of the Gloucester County Library system.

In addition, training programs must be aligned with industry needs to ensure that jobseekers can obtain the skills they need to obtain employment. We have successfully demonstrated that we work with our local businesses through offering skill training based on industry need. We have created partnerships with our Community College and the petro chemical companies, and with two major service related companies in our County to provide industry related training.

Many job seekers enter the One Stop with an employment history and marketable skills. These individuals are offered the services of our Job Club. The Job Club offers innovative workshops offering current information, industry specific Talent Network information and guest speakers. Workshops include Orientation, Job Search Skills, Resume Writing, Interviewing Skills, and Networking Skills.

Job seekers are everywhere. To reach them and make our services known, we make every effort to participate in public events; chamber meetings, county sponsored events open to the residents, municipal events, etc. Within the past year we have had a presence at the “County Store” located in Gloucester County’s major mall. A One Stop representative is present at the “County Store” one day a week. This has proven to be a successful undertaking.

4. Development of training programs and curriculum development etc. based on industry intelligence and alignment with employer need

Training programs must be aligned with industry needs to ensure that jobseekers can obtain the skills they need to obtain employment. We have successfully demonstrated that we work with our local businesses through offering skill training based on industry need. We have created partnerships with our Community College and the petro chemical companies, and with two major service related companies in our County to provide industry related training. These companies approached the WIB regarding their hiring needs and skill levels they were seeking.

Our quarterly Career Fairs have greatly enhanced our working relationships with the local Businesses.

When visiting companies in the County we encourage them to tell us the skills they are seeking and encourage them to take advantage of the grant opportunities available through NJLWD.

It is our plan, in conjunction with the Talent Networks, to bring companies who produce similar products together to begin discussion regarding their skill needs. We hope to be able to create training curriculum that is job specific for our local employers; similar to the product designed for our local petro chemical companies.

D. Measurement and Evaluation

1. System Oversight Responsibility and Scope

The Workforce Investment Board works to support the development of a skilled and highly qualified workforce, promotes the career development process through life-long continuing education and coordinates with the New Jersey Department

of Labor and Workforce Development to participate in and provide employer support to Gloucester County businesses.

This is a board comprised of talented leadership from our business, educational and professional communities. The Board and our Freeholder Liaison remain focused on active partnerships within Gloucester County's business, government, and community-centered organizations to promote continuous economic growth.

The WIB recognizes economic growth in a number of ways – by management and oversight of occupational skills, apprentice training and educational programs for a broad range of workforce areas – to meet present and future area business needs. These efforts promote and maintain a competitive workforce within Gloucester County. The development of a network of educational resources and workforce institutions in addition to a partnership with economic development offices throughout Gloucester County and the region, is designed to promote economic growth and reduce worker dislocations.

2. Evaluation Target Areas, Brief Methodology and Operation of Results

Target Areas:

Evaluation of the One Stop Career Center is the responsibility of the WIB Resource Analysis/Performance Management Committee. This committee is discussing appropriate ways to evaluate the services and outcomes of the programs and performance and success of the One Stop Career Center. Some ideas discussed for evaluation include “customer wait” time before being seen by a One Stop representative, response time to answering phones, hours of operation (are they sufficient to serve the public?), review customer complaints, etc.

During PY 12, the committee conducted a customer satisfaction survey of WIA participants. Two (2) evaluation questionnaires were utilized by the Gloucester County One Stop Career Center.

These questionnaires continue to be utilized. The process for distribution is as follows:

The two page document, titled *One Stop Career Center System Participant Customer Survey*, is given to all customers upon completion of the four activities listed:

1. Orientation
2. Testing
3. Counseling
4. Referral

At the time of referral to a training vendor, the counselor requests the customer to complete the “mid-point” questionnaire. This questionnaire remains

in the customer's folder. If the customer expresses strong dissatisfaction, it is shared with the One Stop Operator.

The one page document in the form of a letter is sent to customers upon completion of their training. This is mailed out by the Senior Employment Counselor. Upon return of the form, it is reviewed and any negative comments are shared with the One Stop Operator. The completed form is maintained in the customer's folder.

Brief Methodology:

Methodology of evaluating the service delivery is still being discussed by the Resource Analysis Committee. Various methods will be implemented including but not limited to surveys, one on one conversation with customers, and time study to determine "wait" time of customers.

Operation of Results:

The results will be reviewed by the Resource Analysis/Performance Management Committee and findings/recommendations will be made if appropriate.

During PY 13, we will evaluate job placement rates of our training vendors. Our intent is to make this information available to our customers via our website (www.wibnj.com) and informational packets.

3. Locally Developed Metrics, Outcomes, and/or Impact Measures In Addition to Common Measures

A performance metric is a measure of an organization's activities and performance. The WIB has not created any additional common measures that are beyond what is reported in Future Works.

Our Resource Analysis/Performance Management Committee monitors the budget quarterly to insure that monies are being spent in a timely manner. This committee reviews the outcomes of our training vendors and may make appropriate recommendations if the vendor is not performing well.

There is a counselor who tracks all training customers after completion of their training and follows their progress. The Resource Analysis/Performance Management Committee has started to review the job placement outcomes of those participants who received classroom training and were placed in jobs in a training related field. The committee will be reviewing this information on a quarterly basis. A report will be generated and given to the One Stop Operator in order that it be shared with staff and customers interested in training. It will also be included on the Gloucester County Workforce Investment Board website--
<http://www.wibnj.com>

These outcomes will assist our Counselors when counseling their customers who are seeking training. The outcomes will also assist the customer when he/she chooses which training vendor best meets their needs.

When a customer expresses concerns about their training program, Gloucester County WIB staff follow up via an on -site visit to the training and a discussion with the training staff.

In some instances, the Gloucester County WIB has suspended the approval of training vendors when the training program is not adequately preparing and training WIA customers for the specific occupation.

4. PY 13 Common Measures (proposed targets)

The PY 2013 Common Measures have been established for the local area.

Performance reports are reviewed on a regular basis by the One Stop Operator and the MIS Staff. The purpose of this review is to identify strengths and weaknesses; thus allowing us to develop internal mechanisms to enhance our performance.

E. Best Practices and Challenges

1. List Up To 3 Areas of Local Excellence/Success

Career Fairs

Gloucester County began conducting career events/job fairs in December of 2009. The event was done in partnership with Gloucester County College. The venue for the event was in the student center at the community college.

At least twenty-six area employers and twenty different service and referral agencies participated in the December 16, 2009 event.

There were two components of the Career Event—a series of one-hour workshops that required pre-registration and an Exhibitor portion where residents were able to discuss job opportunities with area employers and take advantage of career counseling.

Workshops on resume writing, interviewing skills, and dealing with stress in uncertain times provided both information and tactics for achieving career and personal goals. Resources and guidance on support services such as child care, utility bills, health-care insurance and unemployment benefits to aid struggling individuals and families were also available.

Each event has been bigger than the one prior. Businesses are now calling us to inquire when the next event will occur. We have had as many as 65 employers at one event with over 400 job seeking customers in attendance.

The quality of our workshops has improved and the type of workshops conducted has expanded. At the October 2013 event the workshops included the use of social media while job hunting, writing a resume, interviewing skills and mock interviews were conducted.

Much effort goes into having these events be successful. "Save the Date" cards are mailed, formal letters inviting previous attendees (employers) to participate are mailed, phone calls are made and emails are sent.

Advertising to the public includes newspapers, local cable stations and staff personally posting flyers at retail stores, banks, schools, libraries, etc.

The Career Events have been well received by the business community, the public at large and as a result we have had seven (7) Career Resource Events since the original event in December 2009. We are now conducting these events on a quarterly basis. The most recent event was held on October 18, 2013.

The effort extended to have these events is rewarding when we learn that individuals are being hired. Since 2009, employers in attendance have employed over 115 individuals.

Business Retention

Business Retention is a top departmental priority. WIB and Economic Development staff regularly visits area employers to assess their needs and provide referrals and assistance. In 2013, 90 companies were contacted, which led to 75 employer retention visits. Multiple companies required more than one visit. We introduced and encouraged employers to take advantage of the state hiring incentives and training incentives offered by the State of NJ; those included Recover4Jersey, Opportunities4Jersey and Skills4Jersey. We partnered with GCC to develop programs to meet the companies training requirements for new employees (Heritages & local Chemical Consortium). We are waiting for state approval for one Opportunity4Jersey grants. In 2014, we have set a goal of 86 retention visits.

Relationships have been established with the New Jersey Talent Networks: Transportation, Logistics & Distribution, Retail & Hospitality & Tourism, and Financial Services talent networks. The representatives from these Talent Networks have been on retention visits and have become a valuable resource for the WIB and the companies.

This successful outreach effort has proven to be beneficial to the general overall economy of the County. We have been able to recruit additional employers for our Career Fairs, as well as recruit new WIB members through this outreach.

Performance Measurements

The Gloucester County One Stop Career Center continually meets or exceeds the federally mandated Performance Measurements.

For Program Year 12 (July 1, 2012 thru June 30, 2013), Gloucester County One-Stop performance measurements are as follows, of the nine (9) Measures, we are exceeding eight (8) and Meeting one (1).

Program Year 11 (July 1, 2011 thru June 30, 2012, the Gloucester County One-Stop exceeded all nine (9) performance measurements.

Performance Measurements have not been determined for Program Year 13; however we anticipate being on target again, as in previous years.

Integrated One-Stop/No Silos

Gloucester County has made a great deal of progress in the integration of services in our One Stop Career Center. This integration has focused primarily on the staff and services funded by WIA (Division of Workforce Development) and Wagner-Peyser (Employment Services). This means that One Stop staff is organized by function into work teams, regardless of the resources that fund those staff.

We have successfully integrated the Division of Workforce Development and NJLWD Employment Services. Ideally, the staff will take on the identity of being a One Stop employee rather than a county or state employee.

Partnerships

According to Wikipedia, a partnership is an arrangement in which parties agree to cooperate to advance their mutual interests. Ideally, partnerships stand to amplify mutual interests and success. The Gloucester County Workforce Investment Board is actively sustaining partnerships and developing new ones.

Gloucester County Library System

The Gloucester County Library System (GCLS) is a group of individual and interdependent libraries that cooperate through a central administrative body to provide a wide range of library services for eligible patrons. Sharing resources enables members of the system to provide more cost-effective and technologically sophisticated services than any could provide operating alone.

The Gloucester County Library of Mullica Hill is a valuable partner in working with county individuals seeking job search assistance. The Library is referred to as the "One-Stop after Hours" since they operate during the evening and on weekends. A Library representative gives a presentation each month during the job search workshop conducted at the One-Stop for TANF/GJOBS customers. The Director of the Gloucester County Library System is a member of the WIB's Coordination Committee.

Gloucester County College

Gloucester County College is a comprehensive, co-educational, two-year college sponsored by the residents of Gloucester County through the Board of Chosen

Freeholders. GCC is dedicated to its community and accepts the responsibility of providing post-secondary educational opportunities to all who seek them.

The Workforce Investment Board and Gloucester County College have an excellent working relationship. Staff members participate on various WIB committees.

The GCC, Adult Continuing Education Department is extremely cooperative with any initiative we wish to pursue. They are actively involved with our Career Resource Events. They willingly allow us to hold these events in the college gymnasium or student center. They have assisted us in the design and presentation of workshops for job seekers.

This past spring, 2013, we worked in partnership with them in the creation of a new certificate program. The college presently has some new certificate offerings in the pipeline as a result of the WIB approaching them on behalf of local employers.

We continually call upon GCC and they are always willing to accommodate our request. We look forward to exciting things happening, which will serve our residents, as a result of this partnership

Rowan University

Rowan University, located within our County, has been an excellent partner. When asked to speak at events or participate in a Career Event, they have always been available.

In May 2012, Dr. Ali A. Houshmand, President Rowan University, gave a presentation at the WIB's quarterly meeting. The subject was "Our Future Workforce".

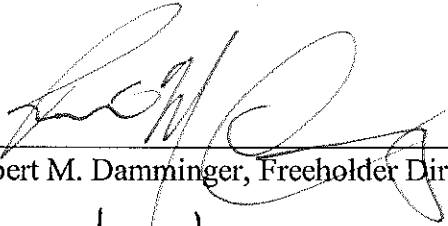
The May 2013, Career Fair was held at Rowan University. Representatives from their Placement Office had an active role in recruiting employers and assisting customers with critiquing their resumes at this event. Representatives participated in earlier events as well.

We have been able to establish a working relationship with Rowan University and hope to build upon this, in order to serve our residents adequately. They have become an important addition to our partnerships.

2. List Up To 3 Local Challenges and How SETC/LWD Can Impact Solution Finding

1. Transportation Needs
2. Broadening awareness of other training opportunities (OJT, Apprenticeship) other than higher education learning facilities
3. Impact of "new" GED instruction and test for customers we serve
4. Develop tools that will enhance "soft skills" which in turn will make them more marketable to the employer

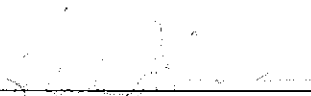
SIGNATURE PAGE



Robert M. Damminger, Freeholder Director

1/22/14

Date



Hosea Johnson, WIB Chair

Date

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Karen Dickel, Program Analyst

Eileen Gallo, Program Development Specialist

Bridget A. DiGiambattista, Support Staff

COMMENTS MADE BY THE PUBLIC:

One Commenter took exception with:

Page 14:

It is the opinion of the Gloucester County Workforce Investment Board that these two employment areas will not enhance the lifestyles of our residences, nor will it enhance our county's economic status. While these jobs will help to employ those with few skill sets, they provide little opportunity for lifestyle improvement. Citizens will not be able to afford to live in the County should they enter these projected job fields.

Page 14 was amended

Page 18:

Commenter questioned why the WIB did not have a Partnership with local chambers.

Page 18 was amended